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MEMORANDUM FOR: Executive Director - Comptroller  
SUBJECT: Coordinated Audio Surveillance R&D Program

1. You requested that the Agency audio R&D Program be examined on an ad hoc over-all basis, so that the proposed acceleration of the TSD and ORD efforts could be related to what is now planned and budgeted. It is a broad and rapidly changing technical field, but we have tried to deal with it promptly so as not to delay an obviously urgent effort.

2. The first problem was to find a common structure and vocabulary for audio efforts in ORD and TSD and to distinguish between genuine R&D and advanced development and engineering. The attached joint memorandum and rough program chart represent an important step in communication between the two groups rectifying their efforts.

3. I am satisfied that the additional programs proposed by TSD and ORD make good sense and are in the best interests of the Agency. I am not convinced that we are backing all worthy ideas, which is another way of saying that there is still room for creative innovation. We should encourage both TSD and ORD to explore other techniques and come forward to you with specific proposals when they look promising. One additional point should be made: as some of the exploratory programs prove out and provide us with really advanced capabilities, we should consider carefully whether older ongoing programs should not be cut back or terminated. In a very real sense, the field is in rapid transition technically and apparently operationally--and we must consider discards as well as acquisitions as a normal part of playing the game.

ALBERT D. WHEELON  
Deputy Director  
for

Science and Technology

Attachment: as stated

Distribution: Orig & 1 - Addressee

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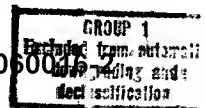
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3 September 1965



DD/S&T Directive

Pursuant to the responsibility and authority assigned in Executive Order \_\_\_\_\_, the following policy, organization and procedures hereby establish a coordinated Agency program for research and development.

Purpose

1. Responsibility for research and development for CIA has been vested in DD/S&T to consolidate responsibility for the identification, management, and exploitation of Agency research and development programs. This has been done to:
  - a) improve and assure the application of scientific and technical advances to the various Agency tasks,
  - b) achieve greater depth in research capability through consolidated programs,
  - c) improve communication of research and development achievements, and the application to the Agency's tasks, thereby achieving earlier and fuller exploitation of breakthroughs,
  - d) provide an appropriate degree of isolation required for an effective R&D program from near-term crash requirements,

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- e) improve liaison by providing an organization generally compatible with extant R&D organizations in government, educational institutions, and industry, and a common point of interface through which total R&D needs can be communicated,
- f) permit the evaluation of research and development programs on an Agency rather than component basis, and preclude fragmentation of both manpower and funds in this vital area of effort and duplication of internal and external efforts.

#### Policy

1. Appropriate security will be observed to preserve requisite levels for operational security, compartmentation, and clandestinity, to the satisfaction of the components affected.
2. Functions or tasks of common concern which may be best accomplished by a single effort will normally be performed by ORD.
3. Agency components will be encouraged to identify R&D needs, and propose and to manage programs peculiar to their interests and capabilities, subject to the coordination of DD/S&T.

#### Organization

The responsibility and authority of the DD/S&T for research and development are hereby delegated to the Special Assistant for Research and Development. He shall be responsible for all research and development efforts, including application of automatic data

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processing to the intelligence processes, <sup>of</sup> ~~including~~ collection, data reduction, analysis, and prediction. The Special Assistant will analyze Agency research and development needs; coordinate R&D requirements and programs within the Agency; prepare a consolidated budget; review proposed programs with regard to maintaining a proper balance among technologies reflecting the importance of critical problems and maximum use of resources, need, objective, method of implementation and administration, schedule, administration and control; report and disseminate results; instigate the application of research and development results; and approve the expenditure of all R&D funds.

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DRAFT III

19 October 1965

DCI EXECUTIVE ORDER DESIGNATING SINGLE  
MANAGER FOR RESEARCH AND ENGINEERING

1. Research and engineering of new techniques for collecting, processing and evaluating intelligence data is of vital importance to the CIA. So also is the contribution research and engineering can make to the communication and security of intelligence activities. In Fiscal Year 1967, we expect that [REDACTED] of the CIA budget will be spent on research and engineering activities which is now carried out separately in the four directorates ~~(at comparable levels)~~. We must be assured that our research and engineering efforts are truly responsive to the total needs of CIA and that we promptly exploit the latest scientific and engineering advances. To improve Agency performance in this vital area, the need for a single manager for research and engineering is apparent, and is recognized as an item of major importance in the Long Range Plan. It is anticipated that considerable improvement in the utilization of our limited manpower and funds can be achieved through increased efficiency resulting from the consolidation of our programs,

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especially in the elimination of duplication in contracts and fragmented efforts.



2. To insure that the CIA has a coordinated program for research and engineering, the Deputy Director for Science and Technology is assigned as the over-all manager of the CIA research and engineering programs. In this role he will serve in a staff capacity to me, and will exercise authority and responsibility for establishing and managing a single coordinated program for the CIA to include all the research, engineering and development activities of the separate directorates. The DD/S&T will coordinate the Agency research, engineering and development plan, and monitor its progress; authorize programs directed toward securing new technical knowledge compatible with the Agency mission and needs in its assigned and potential areas of responsibility; determine the topic, mission, scope of work, priority, and allocation of funds in these activities as a group; promote and instigate the incorporation and utilization of results from advanced systems and development work; accommodate recommendations which are consistent with ultimate research objectives; provide reports and liaison necessary to make research and development accomplishments available to Agency components and other

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interested components of the Intelligence Community; contribute the research and engineering portion to the Long Range Plan, including the research and engineering budget. Procurement and operation of devices or techniques which have already been developed will continue to be the responsibility of the four directorates.

3. ~~In many cases~~ Organizations with operational responsibilities ~~are uniquely qualified to identify~~ <sup>can identify many</sup> areas where their efforts may be significantly improved by technical innovations. Therefore, CIA components will remain responsible for the identification of their requirements and needs which may be satisfied by research and engineering programs. These needs will be communicated to the DD/S&T in the form of recommended research and engineering programs. To provide assistance in this area and effect <sup>contact between</sup> ~~a closer correspondence, particularly in the area~~ <sup>and</sup> of research ~~to~~ the component and Agency needs, The DD/S&T will provide liaison officers to the directorates and principal activities supported. These officers will report to the manager of the supported activity and be responsible for the coordination of the technical activity in that organization with the Office of Research and Development. The DD/S&T will be responsible for the identification of research and engineering needs common

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to several components <sup>can</sup> for requirements which may be peculiar to the Agency as a whole.  procedures for ILLEGIB describing research and  will be introduced, and the planning, programming, and budget cycle will be conducted on the same calendar schedule as other Agency planning, programming, and budgeting activities. ¶ The DD/S&T will consolidate and coordinate the ~~recommended~~ programs and their associated budgets into a single Agency research and engineering program. Subsequent to this consolidation, the DD/S&T will review the coordinated program and budget with the directorates for comment and recommended changes, and then submit the recommended program to the Office of Planning, Programming, and Budget. The DD/S&T will <sup>then</sup> present the research and engineering program to the President's Foreign Intelligence Advisory Board, the Bureau of the Budget and other organizations which may have an interest in this area of our activities. ¶ Subsequent to program and budget approval, the DD/S&T with the concurrence of the component concerned will assign responsibility for the conduct of the various research and engineering programs to the Agency organizations most capable of accomplishing the particular task involved. It is anticipated that the components will conduct most



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of the engineering programs, whereas research will generally be performed by the Office of Research and Development. <sup>¶</sup> The DD/S&T will authorize funding of all proposed research and engineering programs subsequent to the recommendation of a Program Review Board. The Program Review Board, chaired by the DD/S&T, will ~~be comprised of~~ <sup>include</sup> representatives from each directorate, and this Board will review ~~all~~ proposed programs to see that they are consistent with the approved plan and provide ~~for adequate monitoring of progress and other technical~~ <sup>for program monitoring adequate</sup> and administrative procedures. The Board, in addition to ~~approving~~ <sup>recommending the</sup> approving all contracts for research and engineering, will also make recommendations when reprogramming, ECP's, overruns or other <sup>contractual</sup> ~~actions, either technical, progress, or fiscal changes,~~ are involved. <sup>¶</sup> The DD/S&T will report on research and engineering programs to the PFIAB, and serve as the <sup>policy</sup> ~~senior~~ point of contact for the Agency on matters of research and engineering. Although the DD/S&T will conduct liaison with ~~the~~ government, industrial, and educational institutions in the area of policy for research and engineering, this will not preclude the various technical organizations from normal contact which may occur in the regular conduct of approved programs. The DD/S&T is authorized to

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appoint a Special Assistant for research and engineering to implement this program.

21 October 1965

Comments on Draft VI, 20 October 1965, of DCI Exec Order on R&D:

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1. I believe this can be shortened. Reference to FY 67 [REDACTED] is somewhat redundant and can date the paper. The use of the letters R, E, and D instead of R, D, and E invert the normal order.

2. Paragraph 2 is good, and is essentially the guts of the whole piece, i.e., the problem is stated in Paragraph 1 and the responsibility and authority are designated in Paragraph 2. In particular, it is noted that he will serve in a staff capacity to the DCI.

3. Paragraph 3 -- something stronger than encouragement is required to define technical requirements and needs to the DD/S&T.

4. Paragraph 4 seems like a reasonable start on the "how" this will be accomplished.

5. Paragraph 5 is weak. I question the need for a Program Review Board and the mechanics of its operation, and wonder what the "approved Agency plan" is.

6. In Paragraph 6 I am somewhat on the fence as to the effectiveness of the qualified senior officials assigned to other Directorates. I am afraid they could be bound and trussed without their really knowing it; however, if this is a ploy to place [REDACTED] I am not sure I have anything better to suggest. I would think twice before including this item. Further, is this the sort of thing one does in performing a staff function?

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7. Seven, eight and nine look okay to me.

[REDACTED]  
ROBERT M. CHAPMAN

Director of Research and Development